



# Transportation Update

Robert Snidemiller Jr.

David Neter

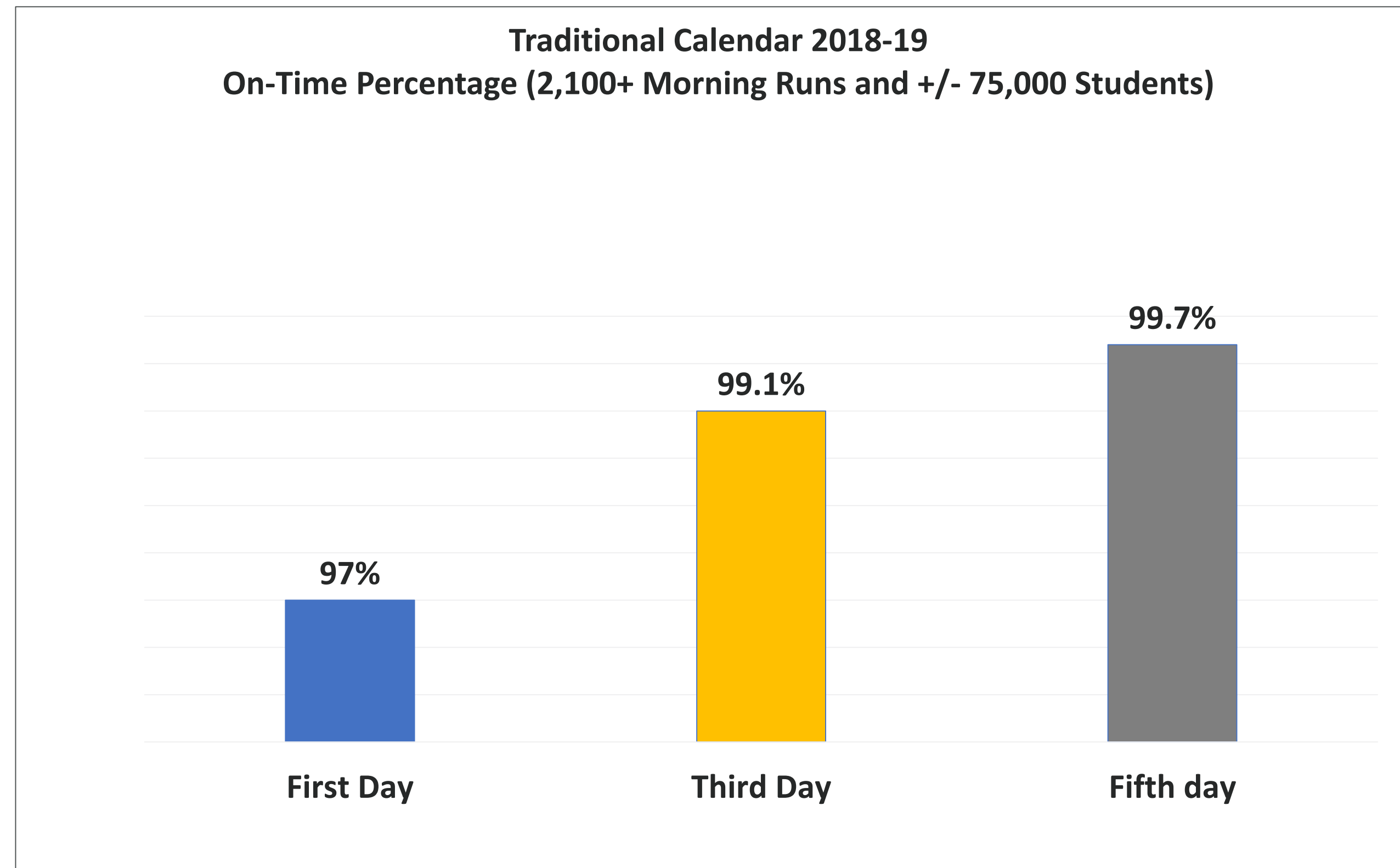
January 22, 2019

# Transportation Update

- Brief update on transportation operations
- Look at what's coming
- Ongoing challenges ahead
- Look back for perspective

# Transportation Update

- Traditional Calendar Start → Very good start



# Transportation Update

- Traditional Calendar Start → Not such a good start for CMS.....its the # of drivers....



LATEST NEWS

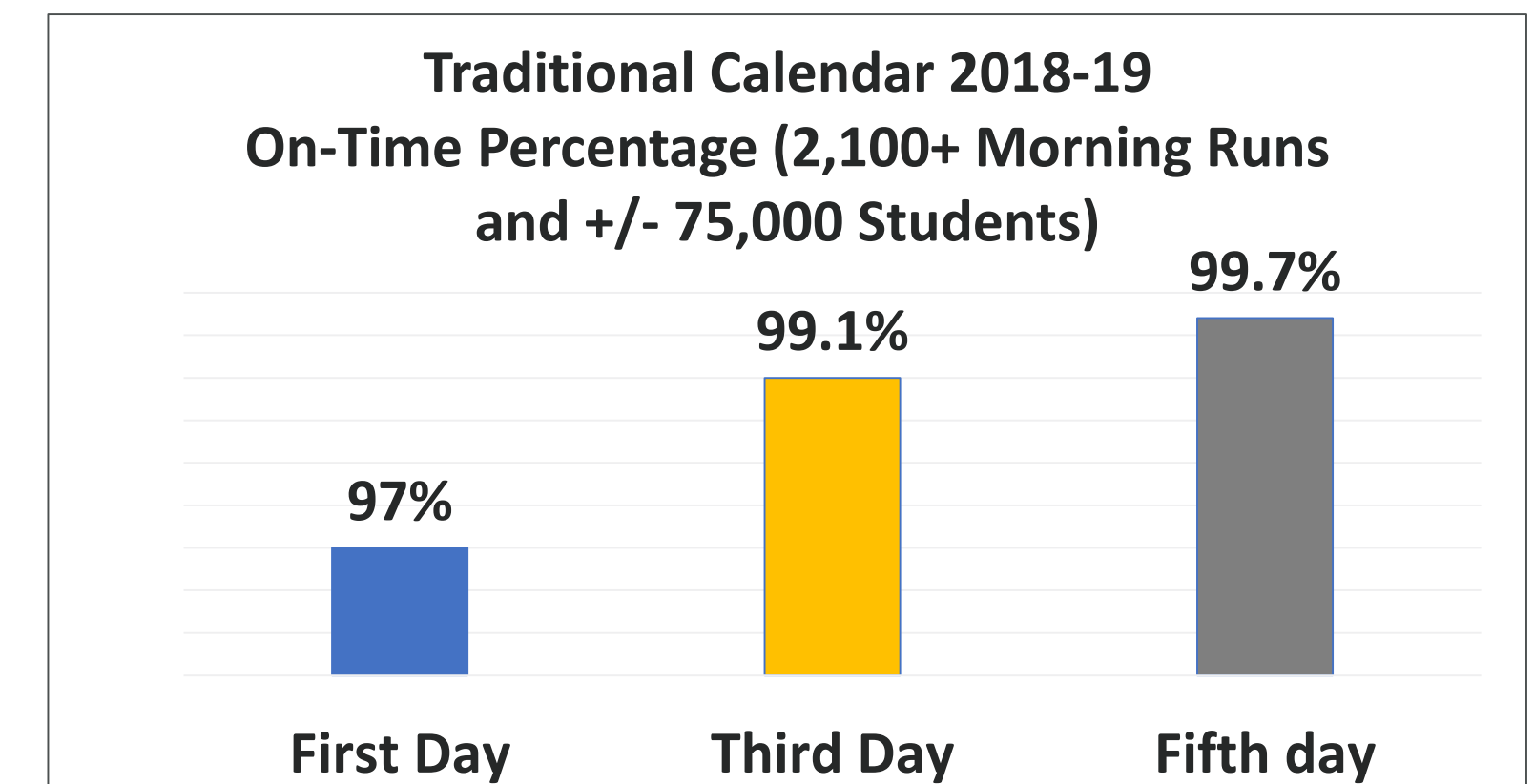
CMS is making progress on late school buses. But it can't compete with Wake County.

BY ANN DOSS HELMS  
ahelms@charlotteobserver.com

August 28, 2018 03:28 PM  
Updated August 28, 2018 08:14 PM

Charlotte-Mecklenburg Schools got 81 percent of its buses to school on time Tuesday, compared with 62 percent on the first day of school.

And all but one bus had finished its evening runs by 7 p.m Tuesday, compared with 19 that ran later than that Monday. One student was dropped off shortly after 8 p.m on the first day.





# Transportation Update

## Well, just hire more drivers

Minnesota

MPRnews


SectionsMembersMore

20ELECT18NS

Bus driver shortages are the new norm as new school year starts

Euan Kerr · St. Paul · Aug 29, 2018

Business



Busses leave St. Paul's Ramsey Middle School after morning drop-off on October 31, 2016. Solvejg Wastvedt | MPR News 2016

LISTEN Story audio

2min 18sec

Updated: 5:30 p.m. | Posted: 3:35 p.m.

The long-running shortage of school bus drivers continues into the new school year and transportation officials around the state say the situation has become so chronic they have to recruit year-round.

Pretty much everyone is looking to hire, said Shelly Jonas, executive director of the Minnesota School Bus Operators Association.

"Some of them are saying it's much worse. Some are saying it's about the same as last year," she said. "It hasn't improved, I guess I can tell you that much."

Jonas, whose company operates buses in the Annandale, Maple Lake and Buffalo school districts said she would love to see two or three new drivers walk in the door right now to give her a hand.

Karen DeVet, chief operating officer of the Minneapolis Public Schools could do with quite a few more.

# Transportation Update

## Well, just hire more drivers

### Virginia

#### School bus driver shortage causing headaches around Hampton Roads

By Mike Connors  
The Virginian-Pilot  
Sep 30, 2018

Throughout the early weeks of this school year, Ivenia Burke has been frustrated by a topic that raises a lot of parents' ire – school transportation.

Burke has two children at Chesapeake's Oscar Smith High and two at Oscar Smith Middle. She said buses have been picking them up late, which in turn causes them to arrive late for class.

"They're missing vital assignments," Burke said.

A large part of the problem in Chesapeake is a lack of bus drivers. But the division is hardly alone. A recent study found that the vast majority of school systems around the country are dealing with shortages.

When divisions are short, they can try to find substitutes. They also can ask regular drivers to handle more routes.

But substitutes aren't always familiar with routes. And drivers doubling up can't begin a second run until they finish the first.

"This is a nationwide problem," said Lawrence Whiting, director of auxiliary services in Portsmouth. "Everybody's in the same situation."

# Transportation Update

## Well, just hire more drivers

### Nation-Wide

#### Shortage of School Bus Drivers: A National Problem

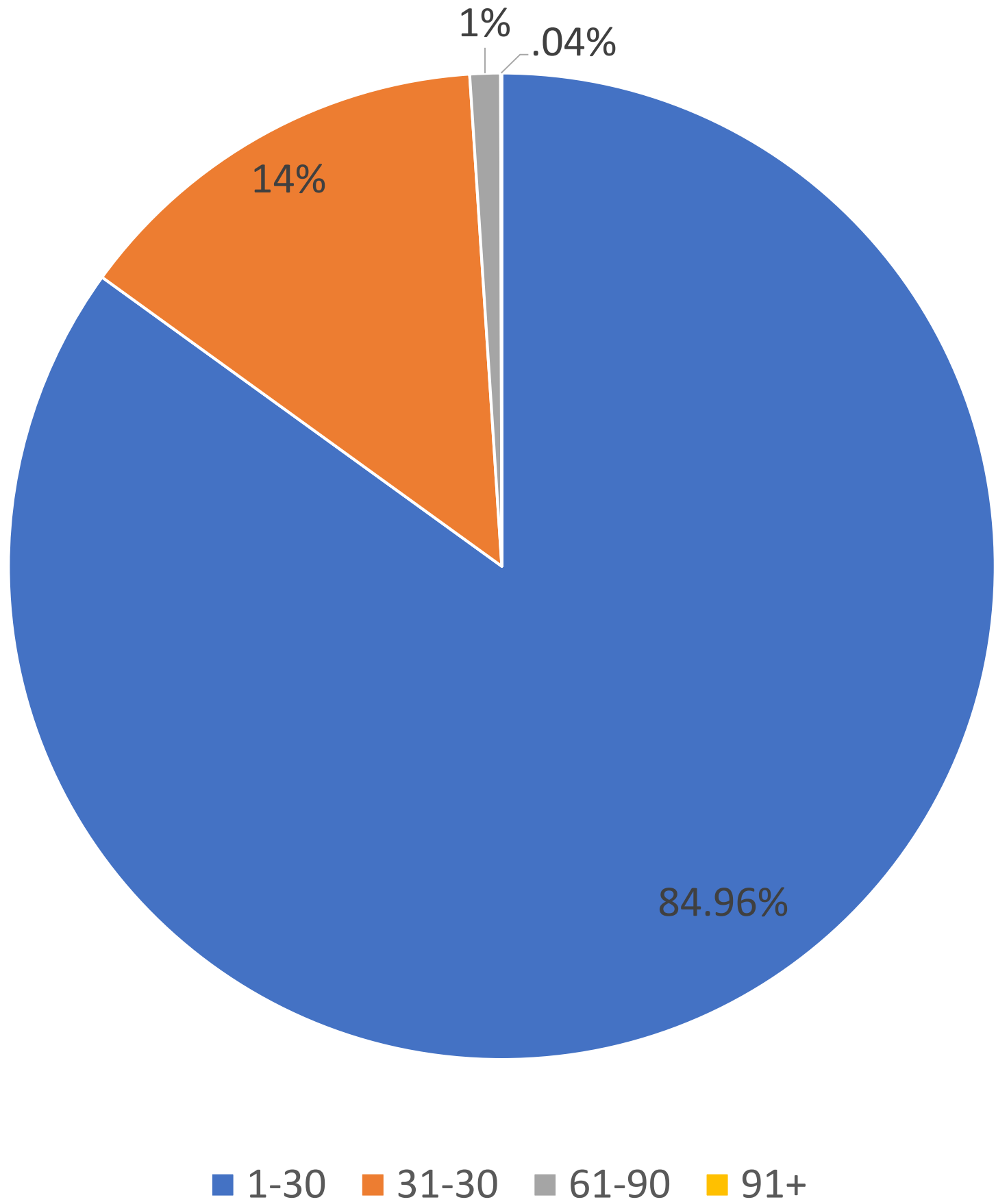
The difficulties in school bus driver recruitment and retention are issues shared by schools across the country. A *School Bus Fleet* survey (2015) found that 94% of school districts in the United States had shortages of school bus drivers, with 30% reporting severe or desperate shortages (DeNiciso, 2015). A follow-up survey in 2017 found that each participating LEA had some degree of daily driver shortages, with 19% stating mild (1-5% short), 54% stating moderate (6-10% short), 22% stating severe (11-15% short) and 5% stating desperate (over 15% short) (Schlosser, July 2017). As an example of how these shortages impact education directly, the first two days of school in Muncie, Indiana were canceled in the Fall of 2017 due to a shortage of qualified drivers, an issue that was only resolved when drivers were brought in from Michigan temporarily (Schlosser, August 2017).

#### Factors Associated with Driver Shortage

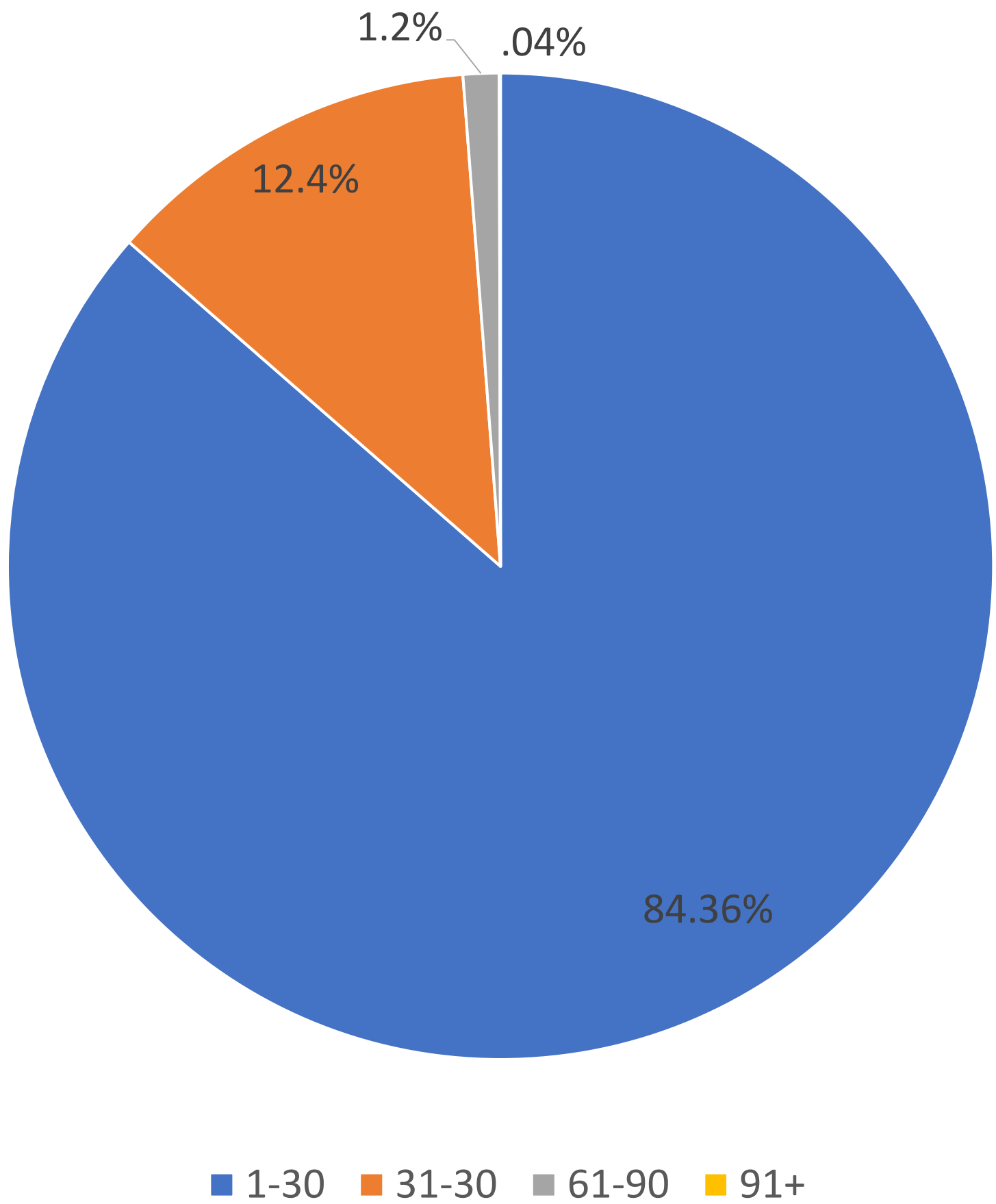
School district transportation professionals provide key insight into some of the reasons for these school bus driver shortages, which vary by community and context. In order for an LEA to successfully put a new driver into a school bus, they have to clear several obstacles. First, and perhaps foremost, there has to be a *population* of job seekers from which to draw upon for employment. In regions where the economy is improving, LEAs may find themselves competing for a decreasing pool of candidates. As a result, in some areas, school bus drivers may account for a greater proportion of jobs than in others. For instance, in the Goldsboro (NC) area school bus drivers make up over 10 of every 1,000 jobs, while in Wilmington (NC) barely 1 of every 1,000 jobs are driving school buses (*Bureau of Labor Statistics*, 2016).

# Transportation Update

2017-18 Planned Student Ride Time in Minute



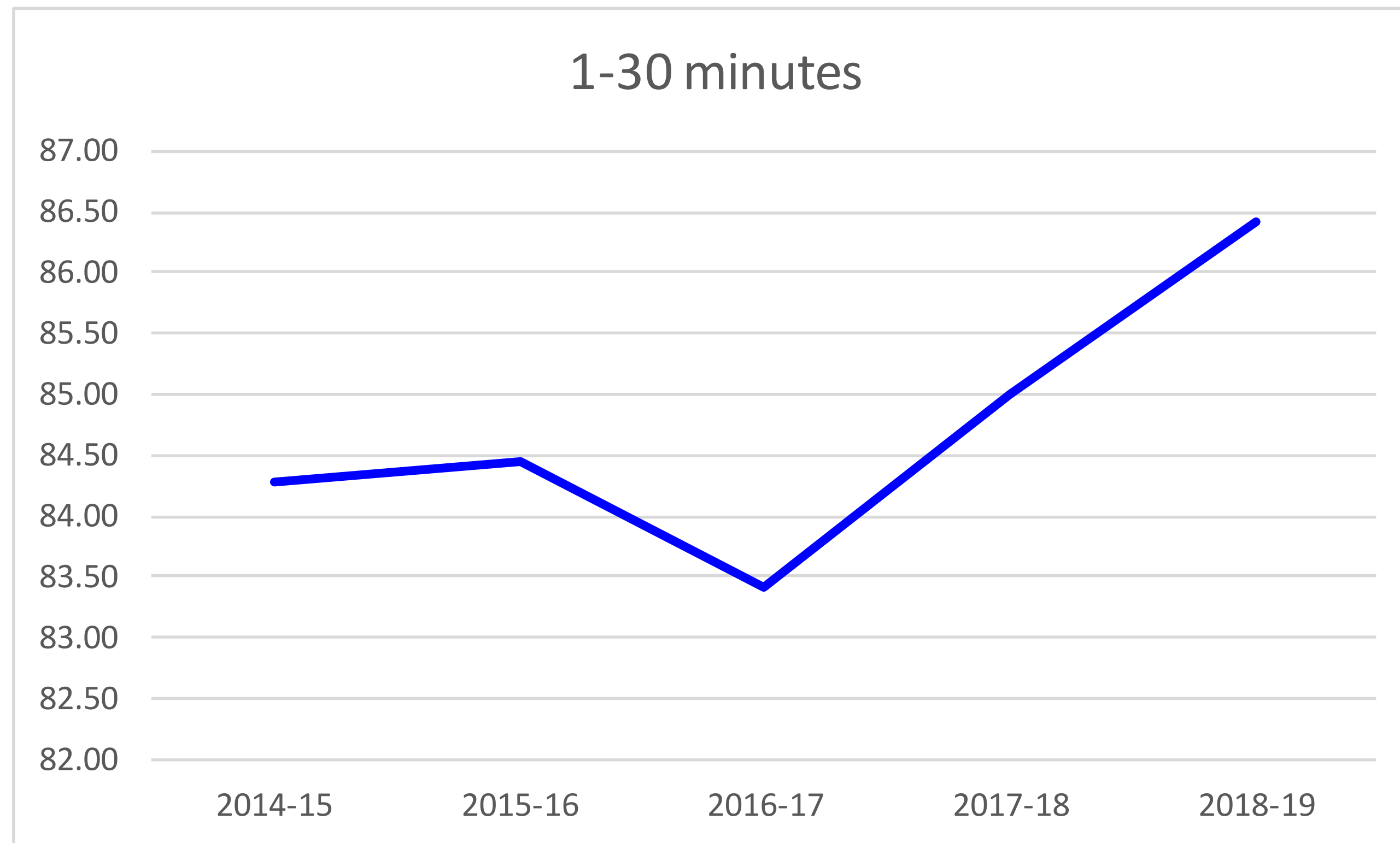
2018-19 Planned Student Ride Time in Minute





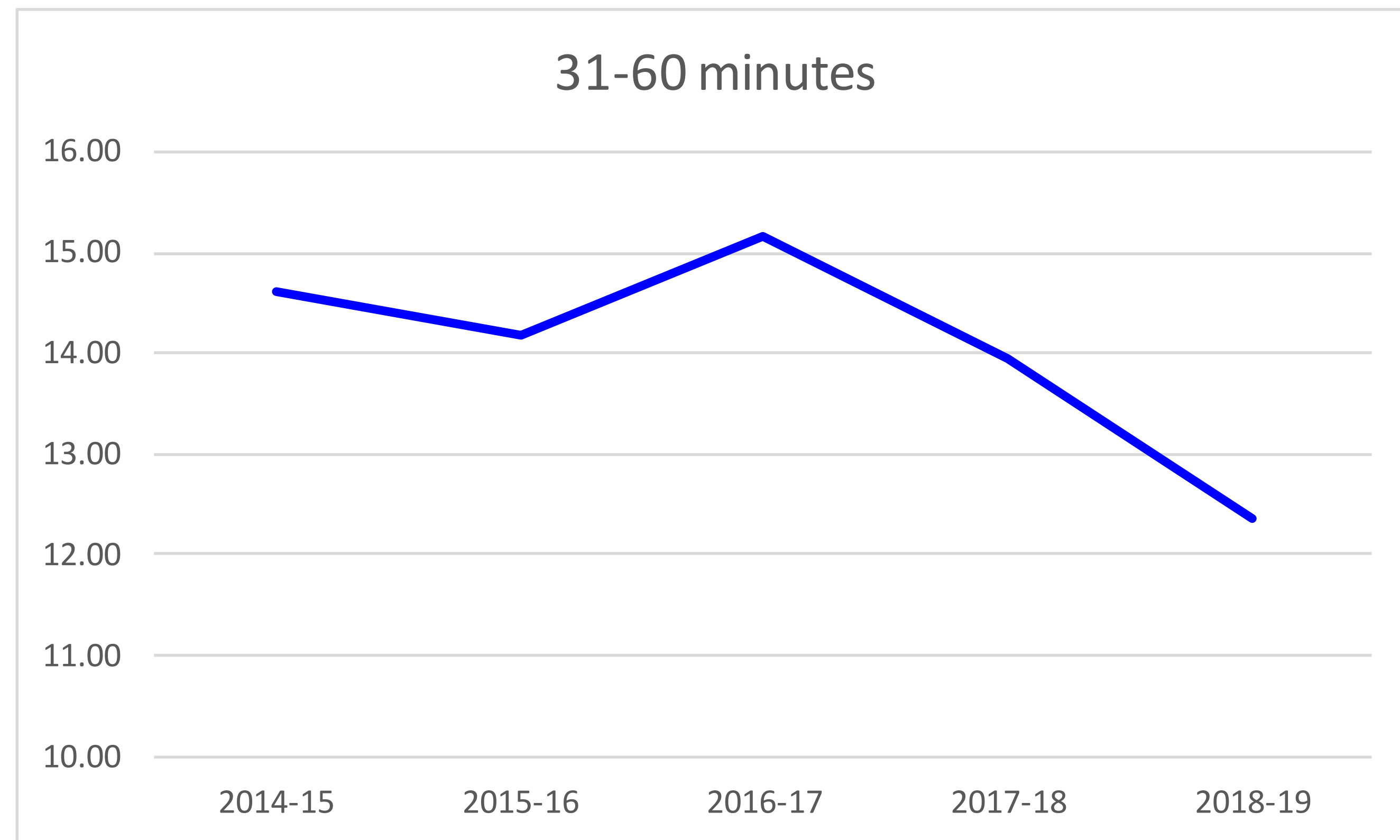
# Transportation Update

## Ride times percentages of riders see



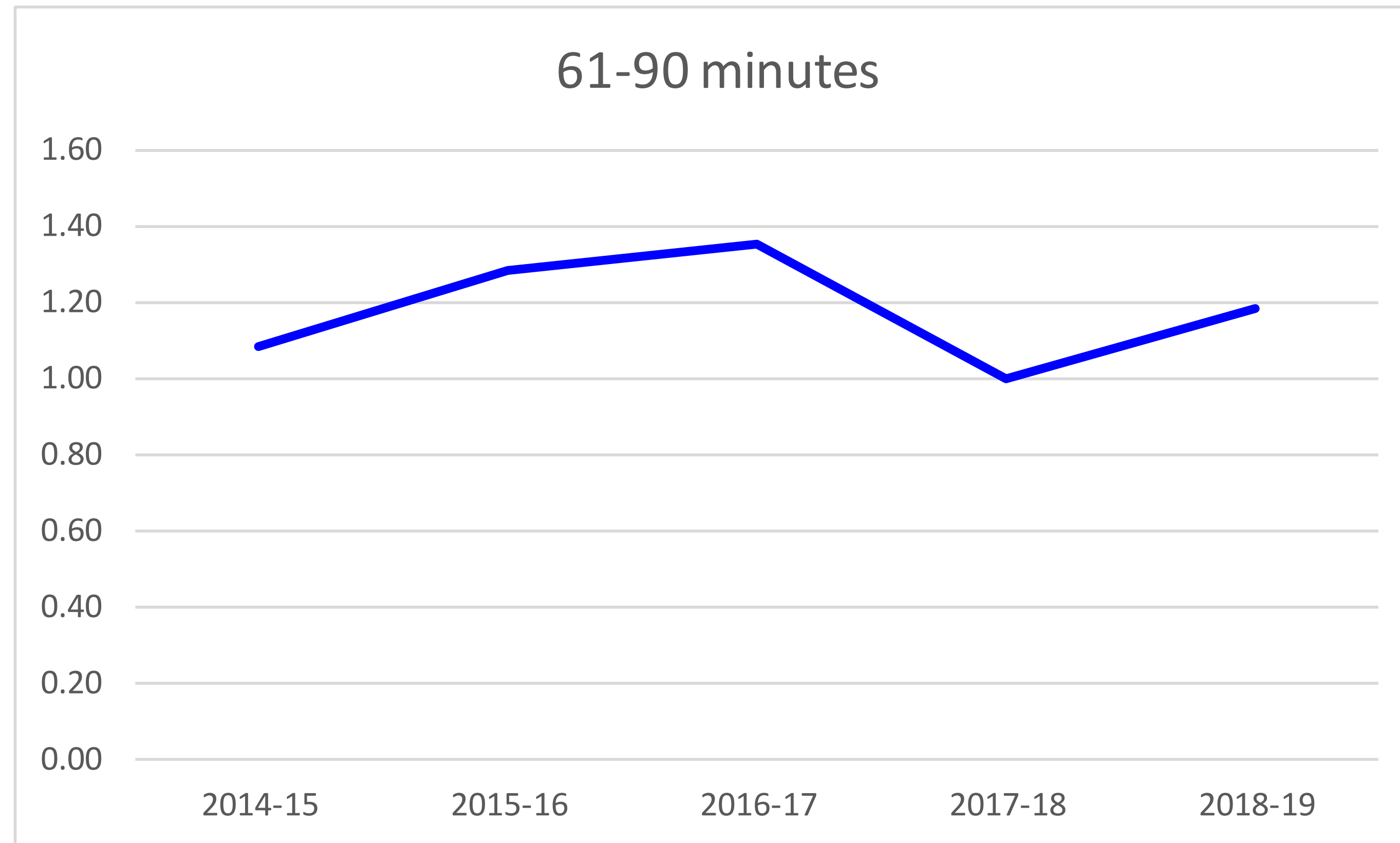
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## Ride times percentages of riders see



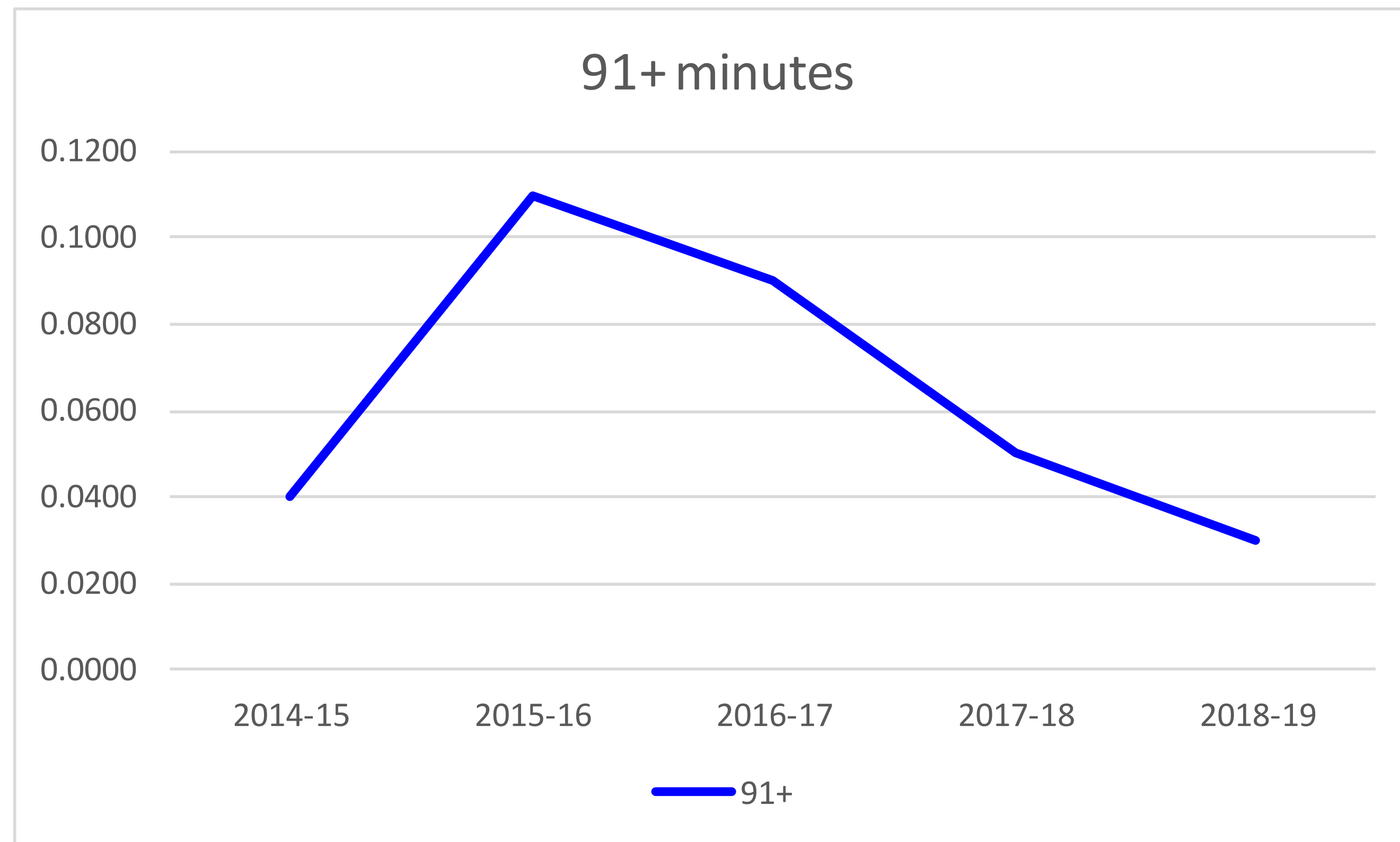
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## Ride times percentages of riders see



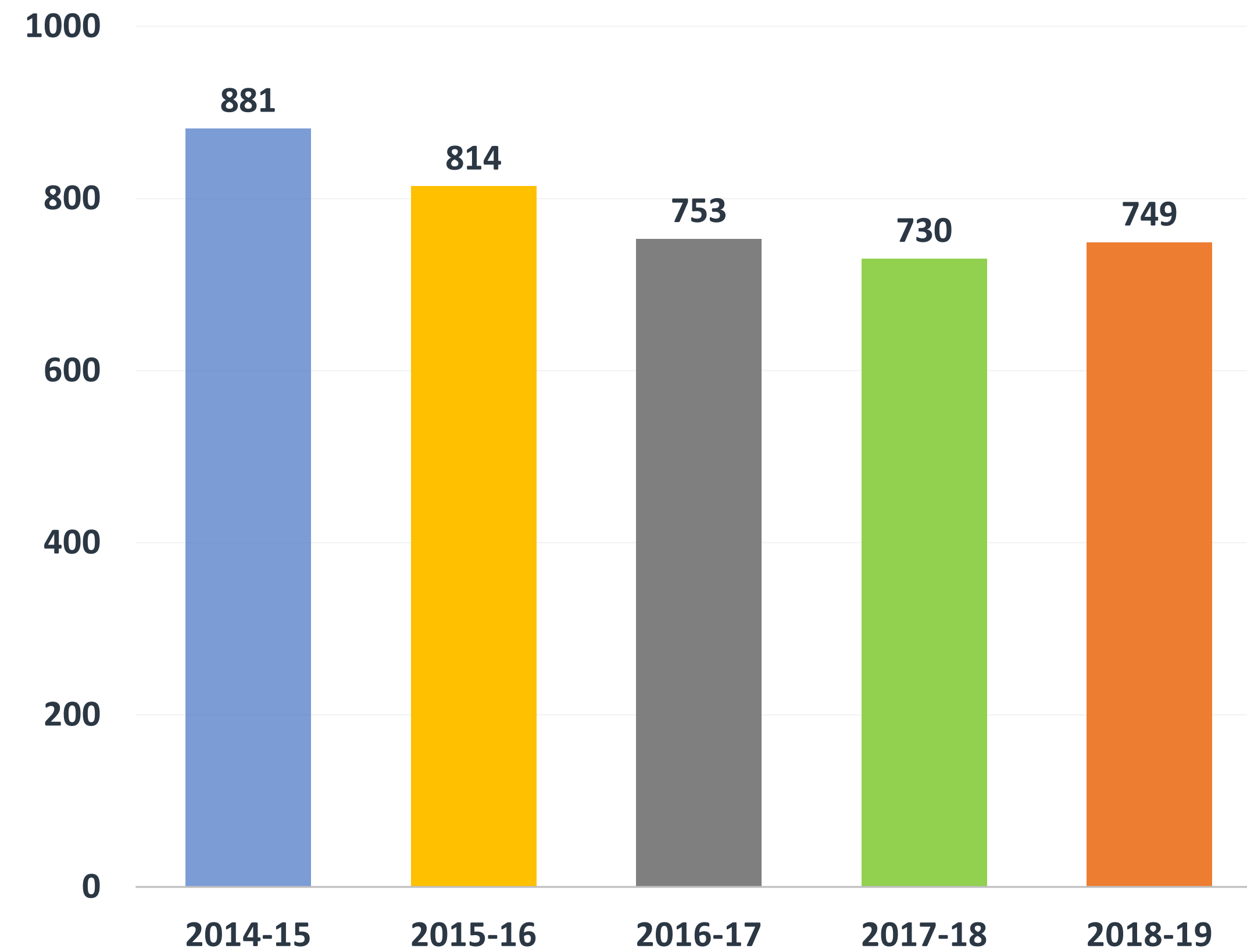
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## Ride times percentages of riders see

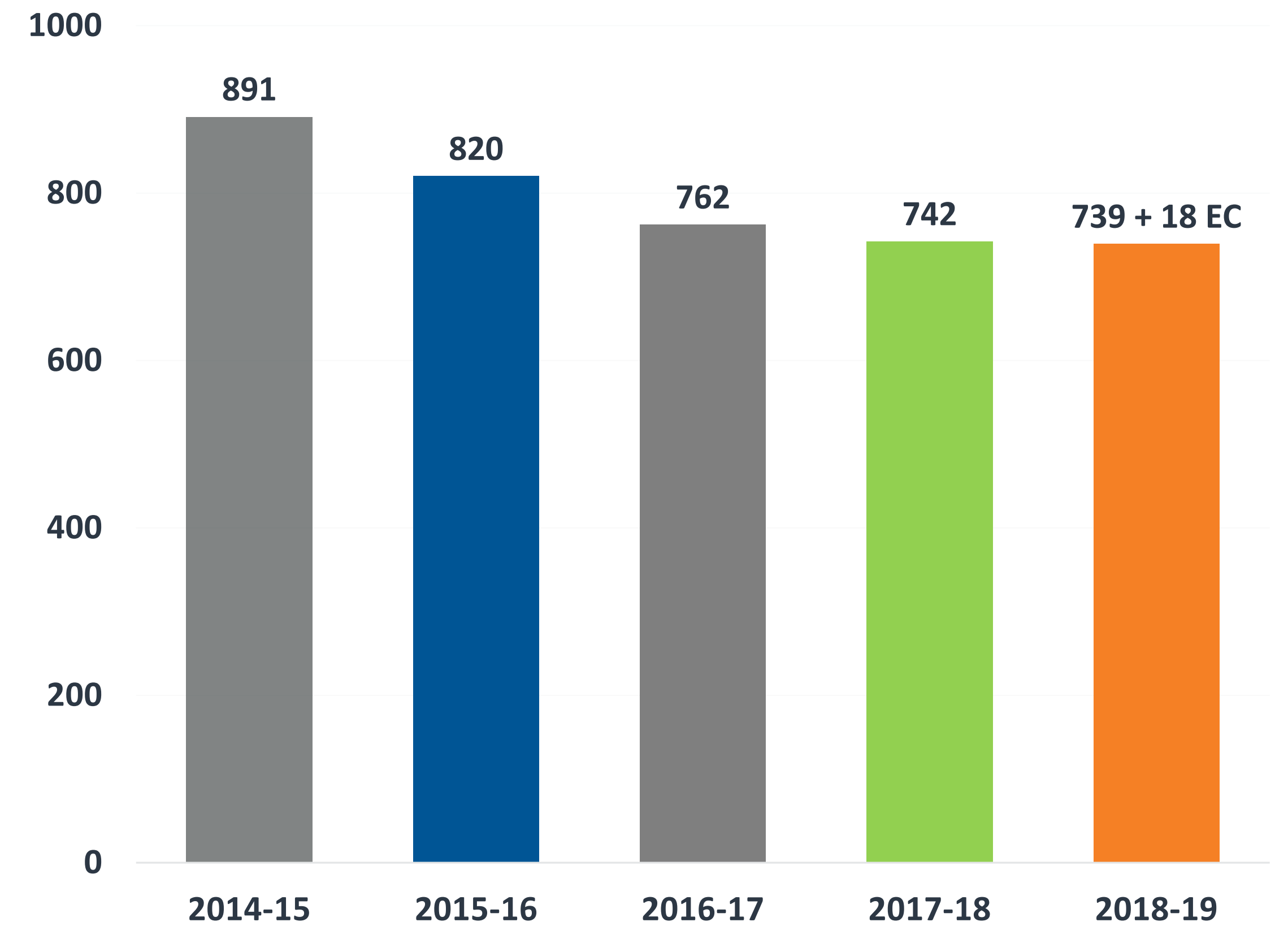


# Transportation Update

Number of Drivers



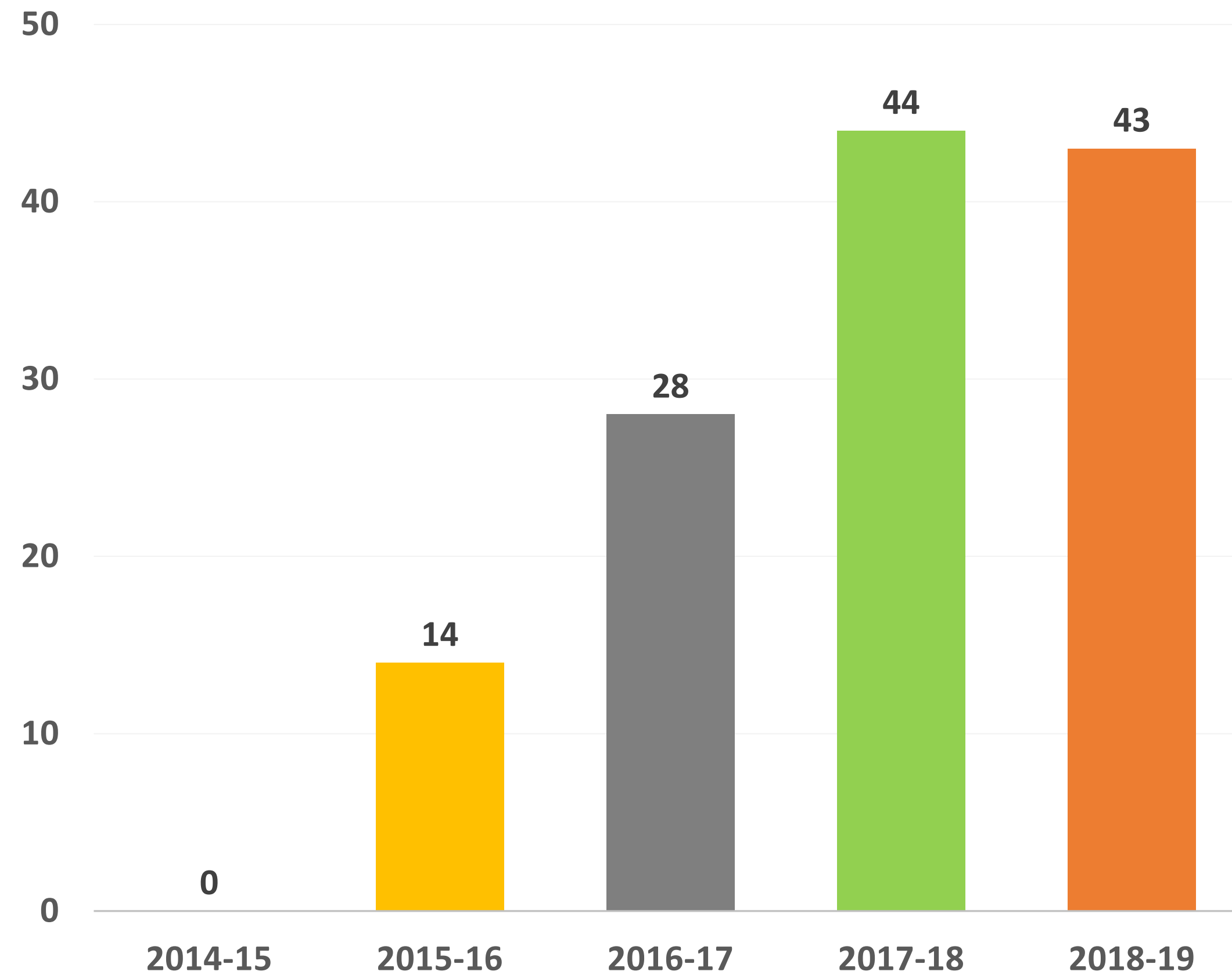
Start of Year Number of Routes



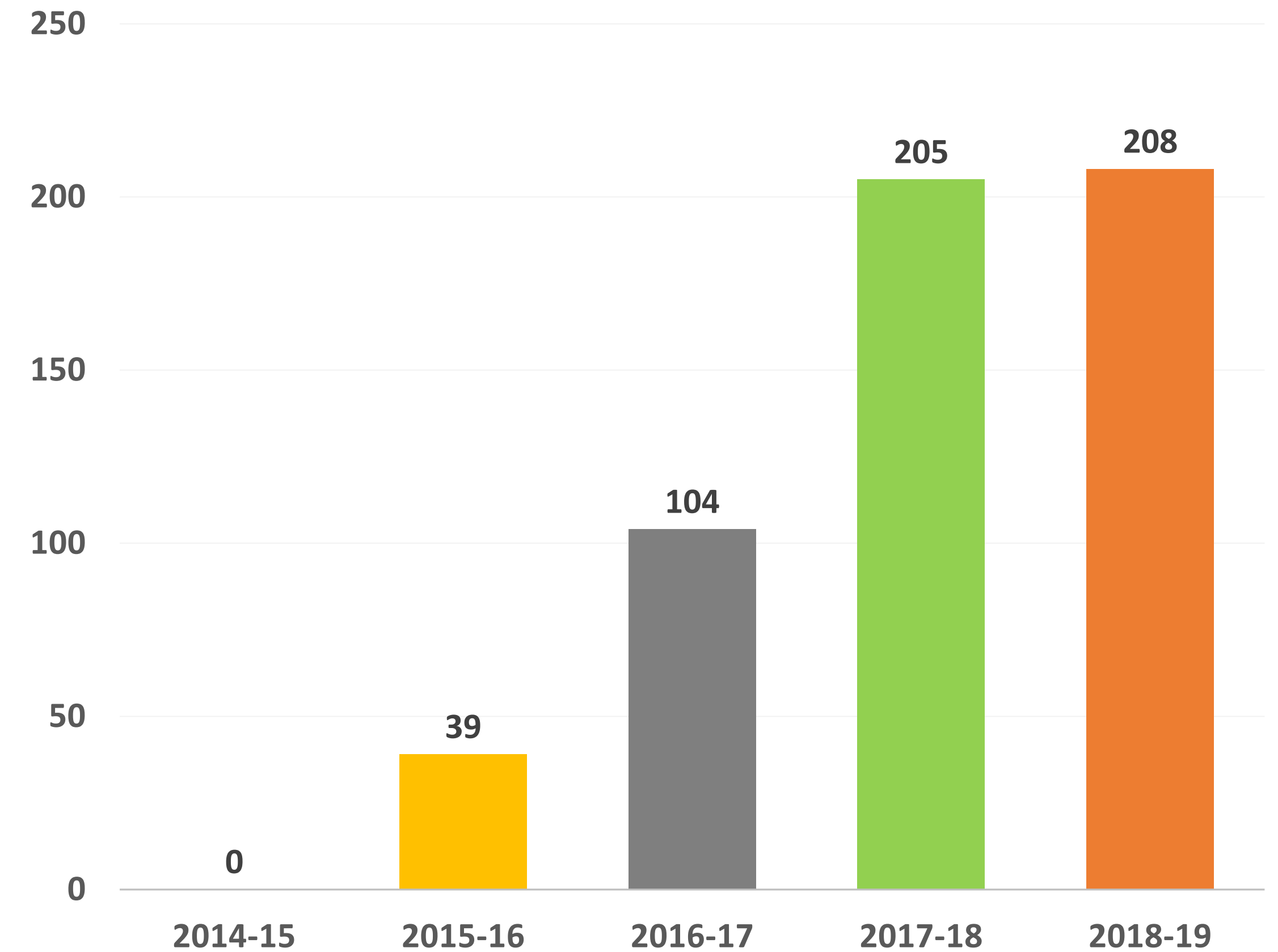


# Transportation Update

Number of Schools with Shared Runs



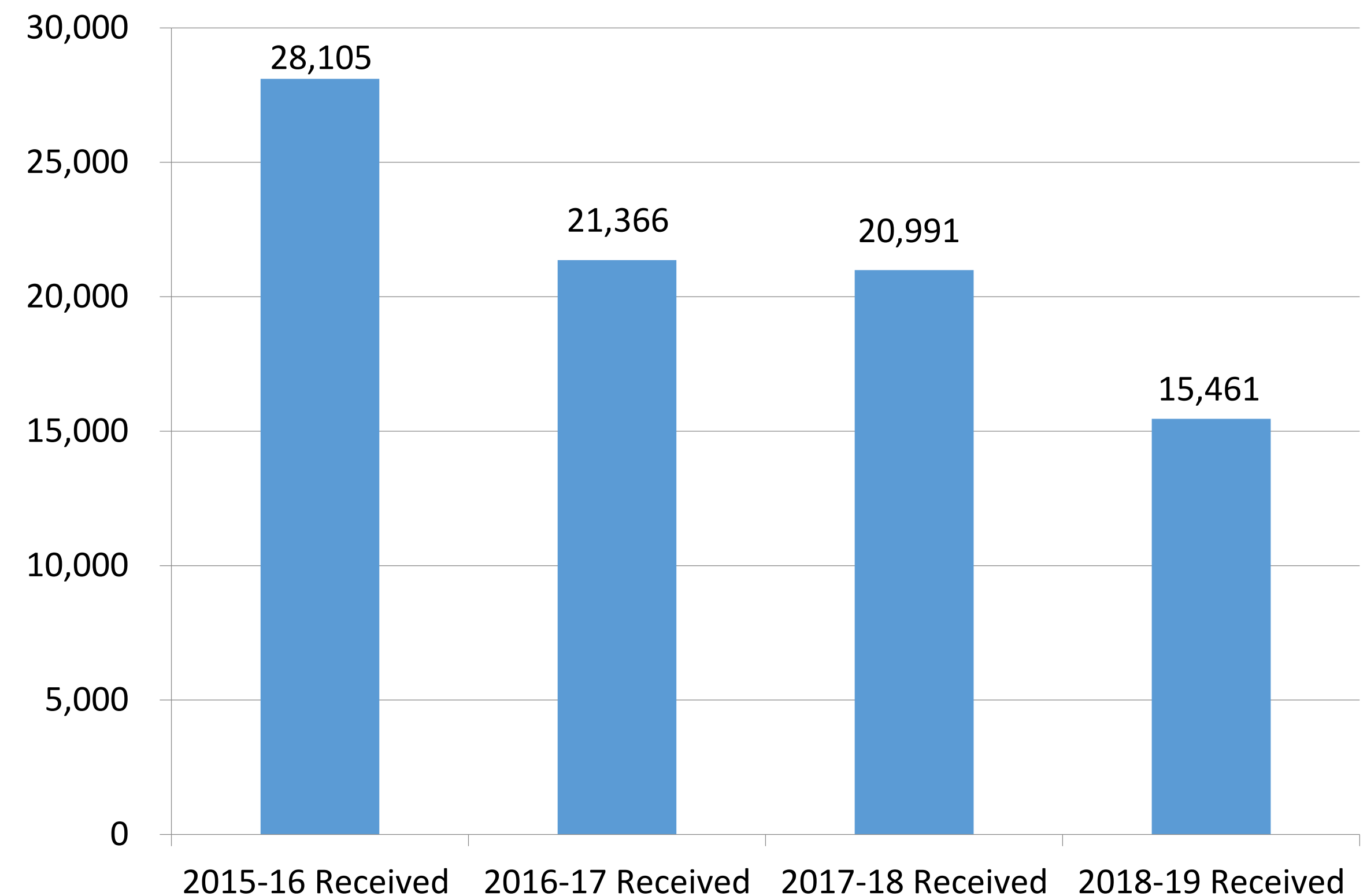
Number of Shared Runs



# Transportation Update

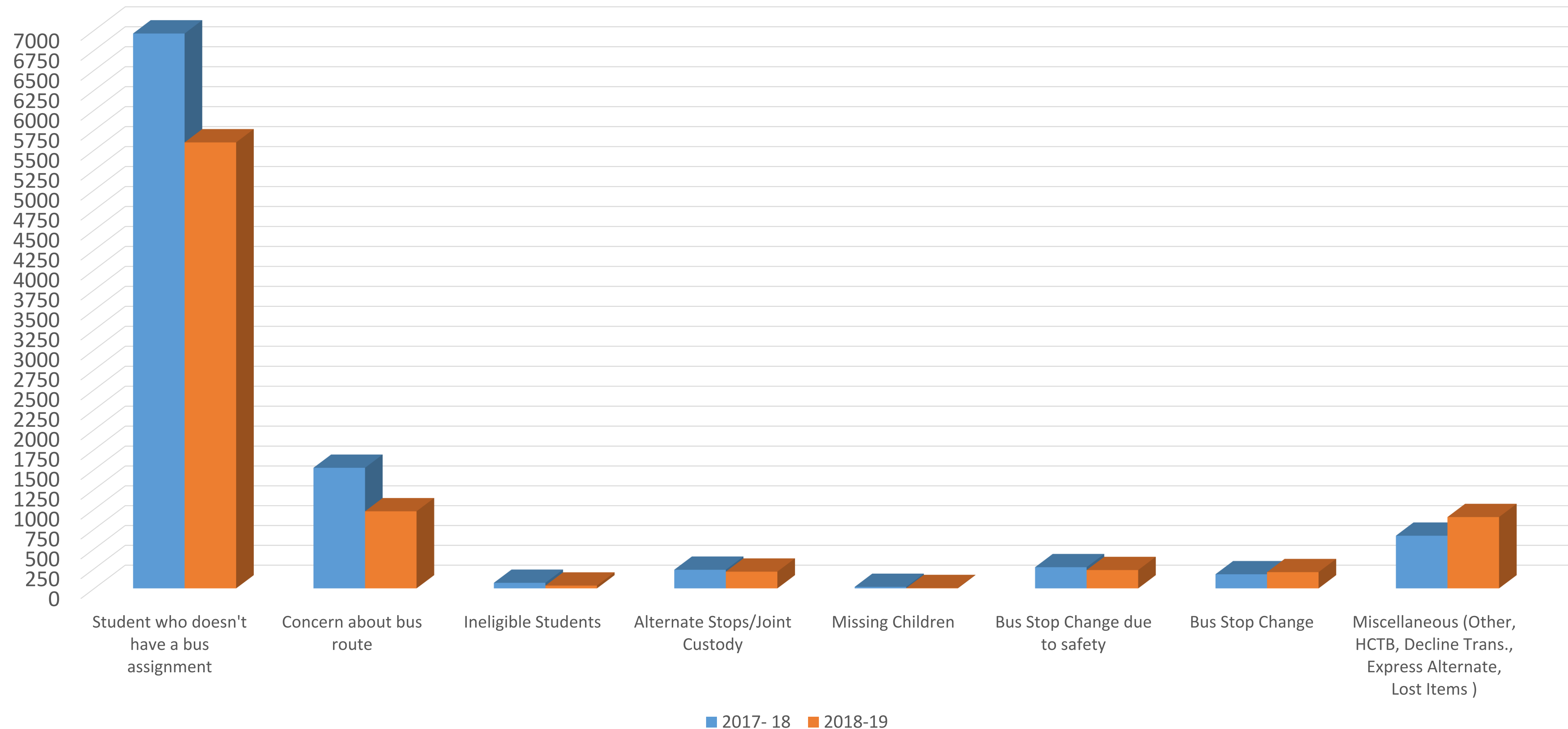
- Temporary Call Center
  - 8 temporary staff at start of traditional calendar
  - Role of temp CSR
- Reduction in calls/tickets

Total Cases Received First 20 Days of Traditional Calendar

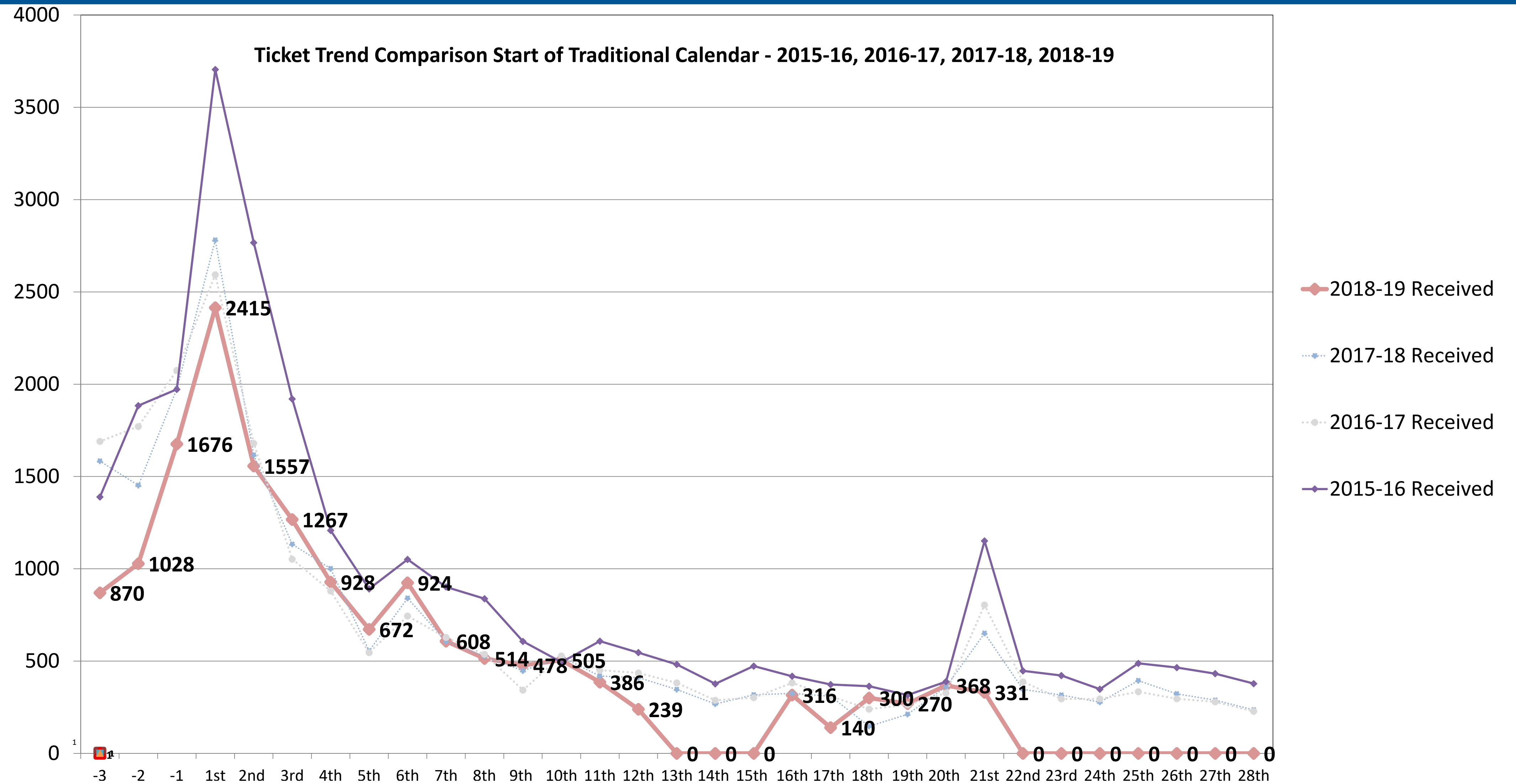


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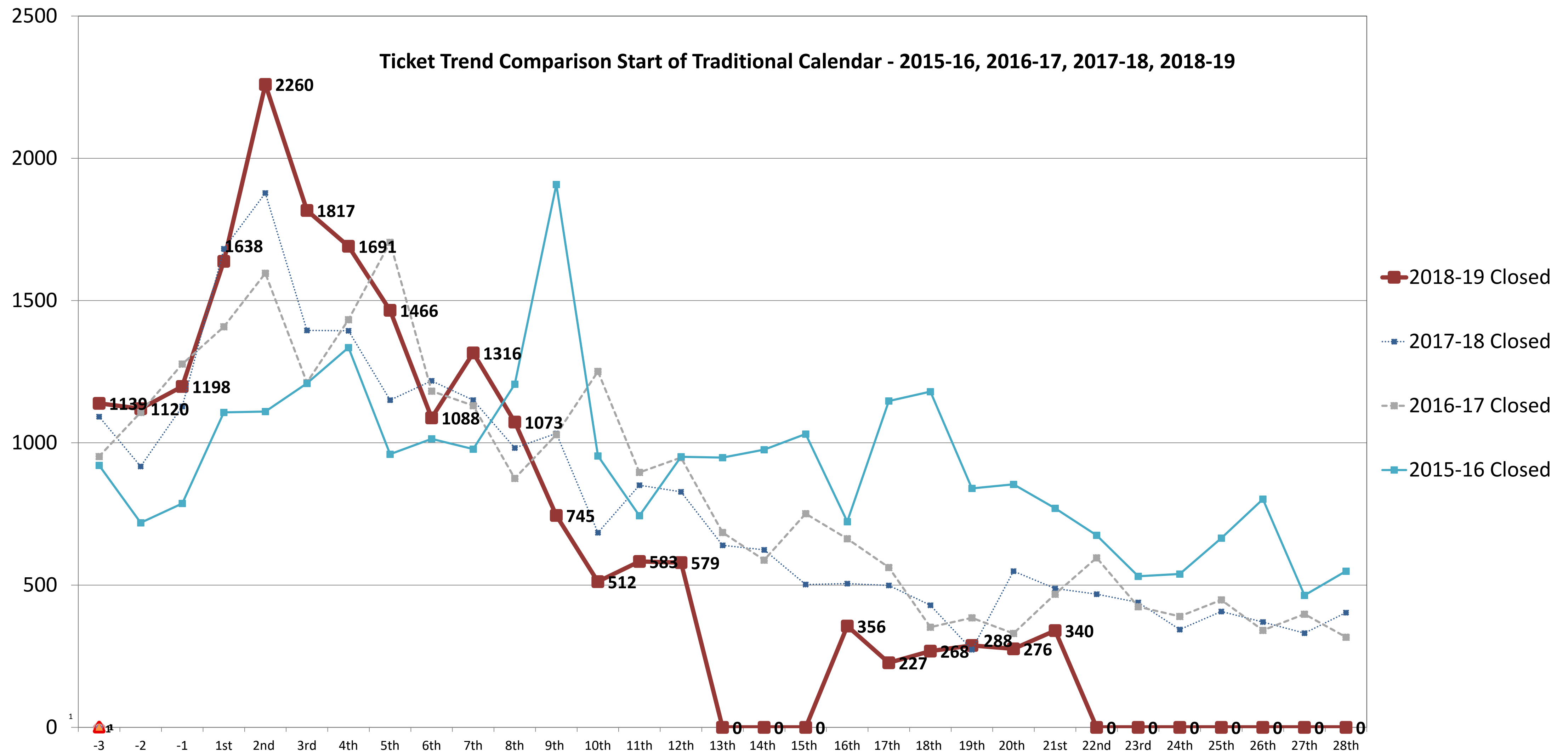
Types of Request/Concerns by Category 1st Week of School Comparison



# Transportation Update

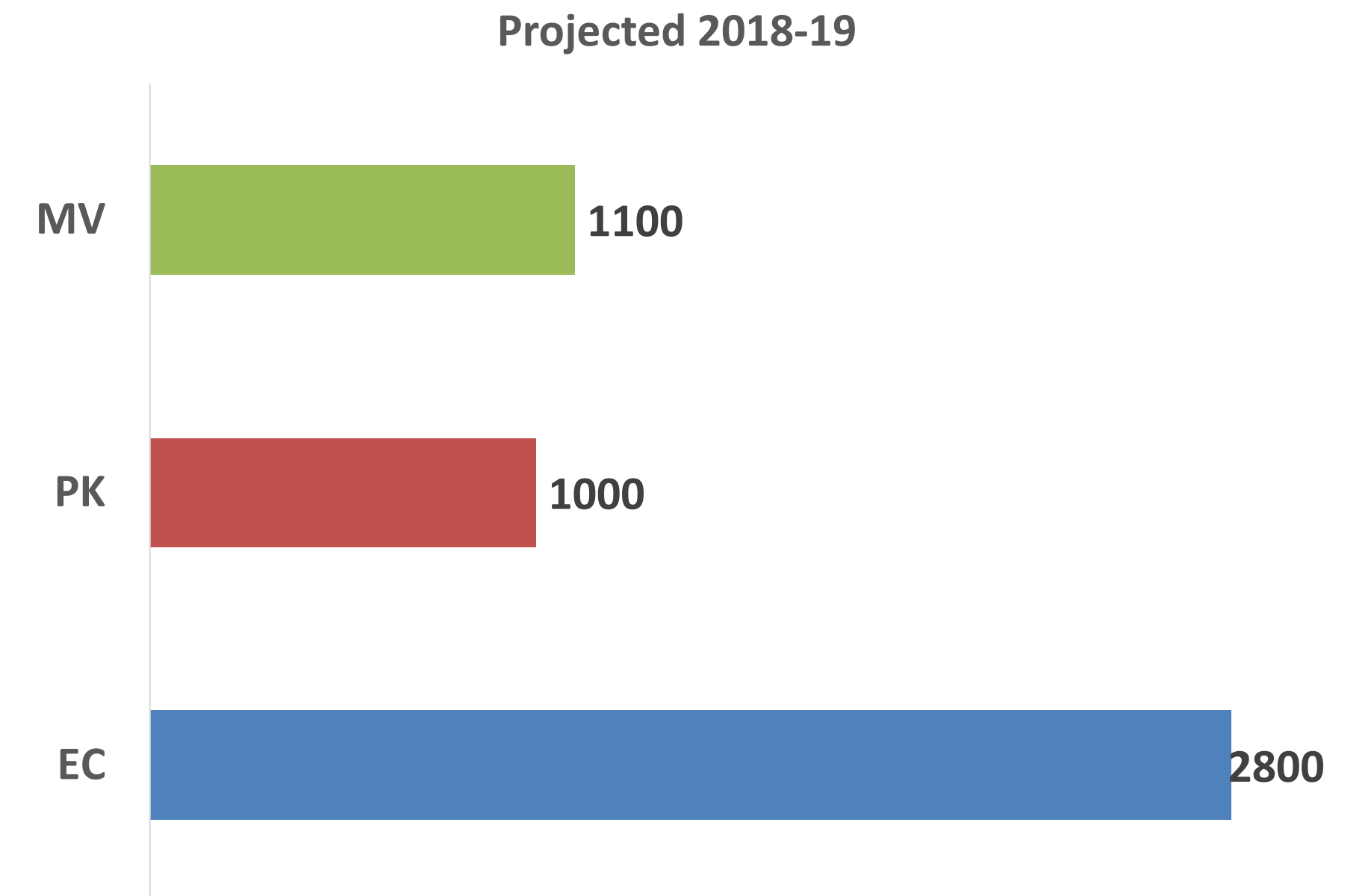
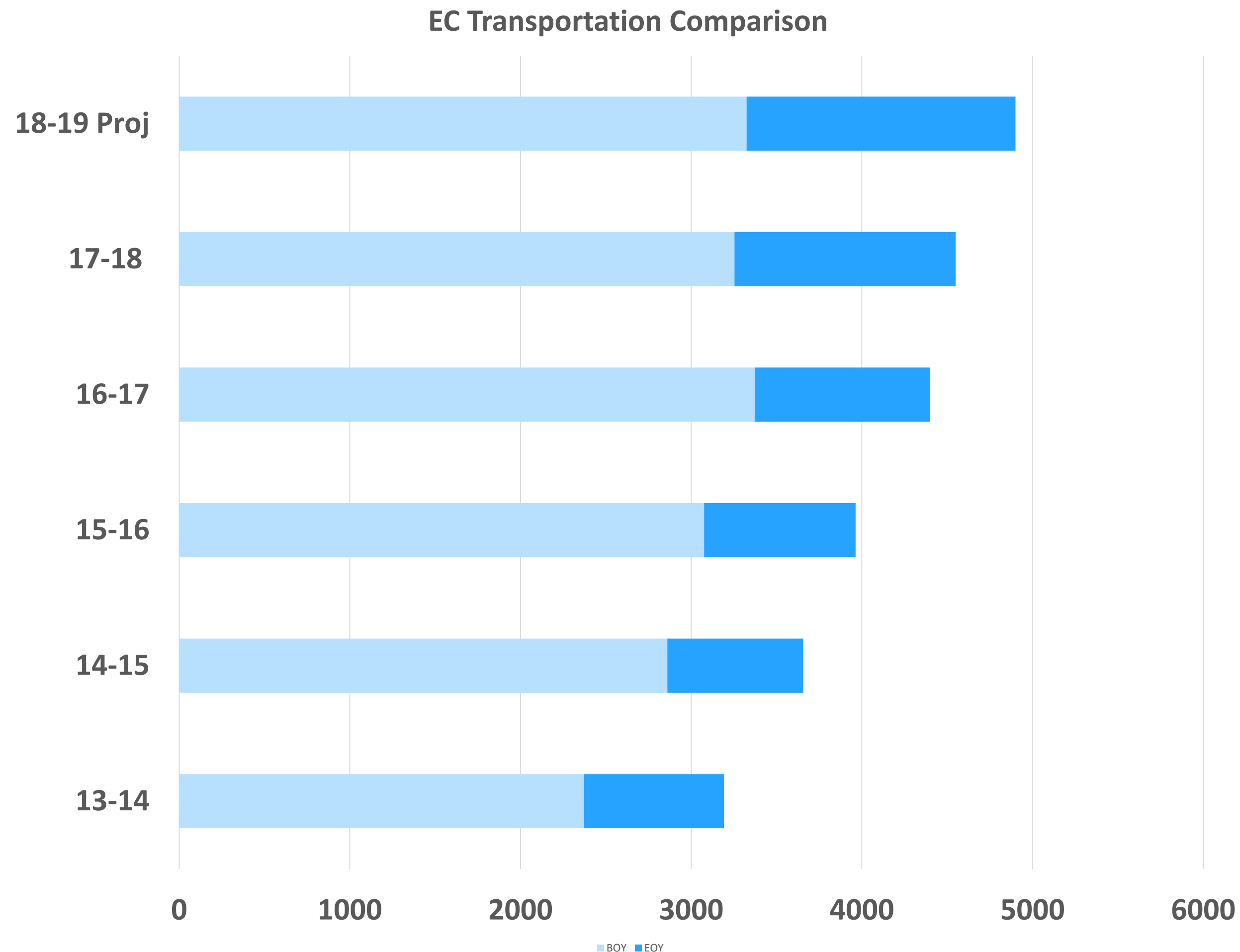


# Transportation Update





# Transportation Update – Contract Trans



**47 % attend a school or program outside their base attendance area**

# Transportation Update – Contract Trans

- K – 5 EC riders travel more than 2 x the distance to/from school than K-5 non-EC student riders
- EC Pre-K riders travel more than 3 x distance to/from school than base Pre-K student riders
- 84.25% of Pre-K student riders are EC Pre-K students and ride a contracted vehicle
- Transition students may live out of county or could live a significant distance from school

# Transportation Update – Contract Trans

## 2018 - 2019

- One year contracts – 10 Vendors / 2 new
- New payment structure vendors requested
- WCPSS is routing all vendor vehicles and assigns routes to vendors.
- GPS Units on vehicles.
- RFP Fall 2018

# Transportation Update – Contract Trans

- RFP Fall 2018
- Proposals / Bids / Review / Selection this Spring
- Focus on *service level capacity / management infrastructure capacity*

# Transportation Update

## Bus Maintenance

### EKOS work-order software

- Developing with vendor
- Field mechanics, district staff, supervisors, schedulers entire work orders
- Mechanics use iPad to view and close work orders
- Scheduler assigns and prioritizes
- Reporting
- Increased efficiency (measurability and accountability)

### Maintenance area organization

- Establishing higher level mechanic positions
- Supports new work flow



# Transportation Update

## Looking forward to 2019-2020

- Anticipated expansion of Magnet Services
- Neighborhood bus stops for SERHS
- Portion of western Wake county
- Services expand annually for new schools, swing-space, overflow schools.....

# Transportation Update

## Looking forward to 2019-10

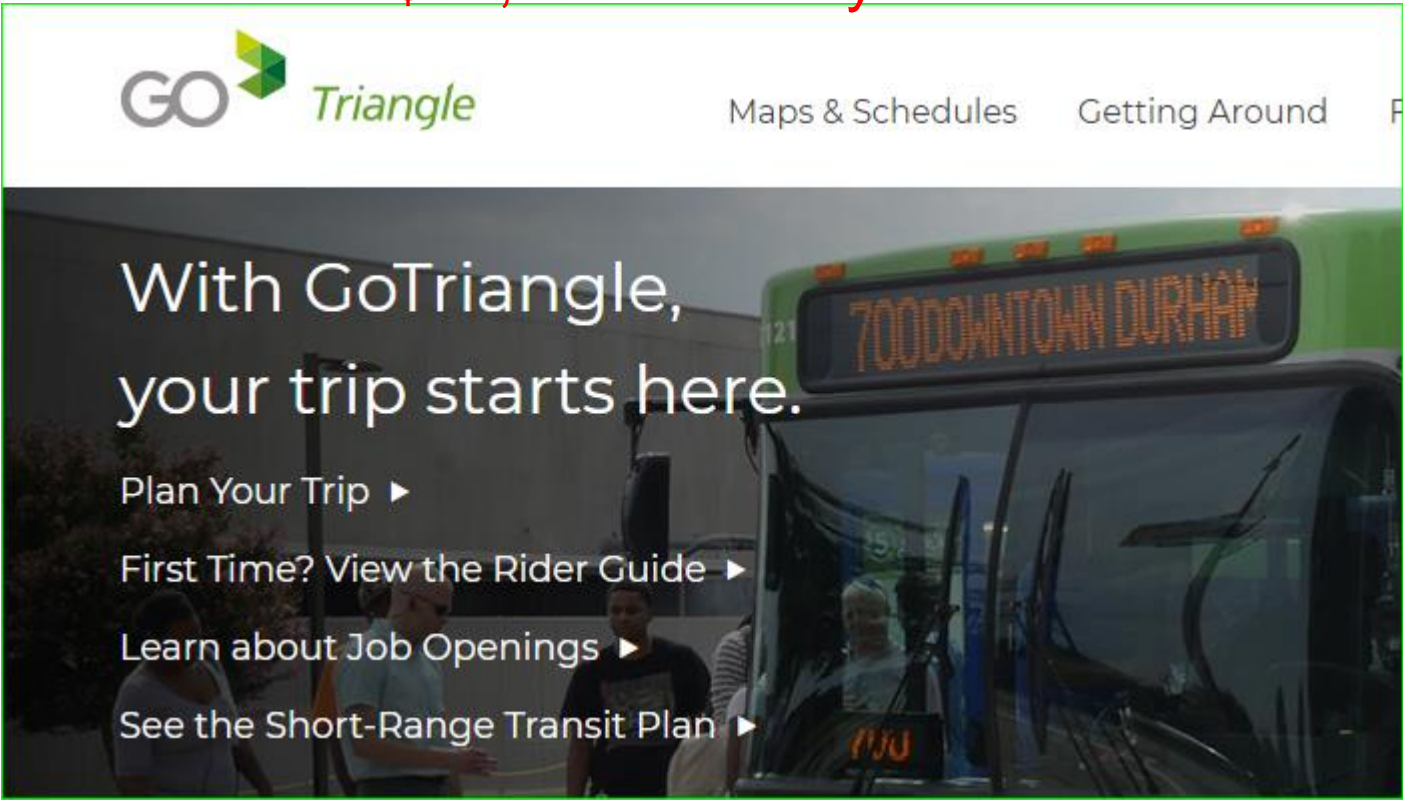
- Well, just hire more drivers.....

WCPSS Bus Driver Hourly Rate*					
2009-10	\$	12.00			
2010-11	\$	11.75			
2011-12	\$	11.75			
2012-13	\$	11.89			
2013-14	\$	11.89			
2014-15	\$	12.18			
2015-16	\$	12.55			
2016-17	\$	12.55			
2017-18	\$	13.11			
2018-19	\$	13.11			

\*Starting rate / Avg 6 hours per day / Most 10 month employees

\$17,043 annually when working  
6 hour day / 10 months

\$15/ hour starting rate  
\$31,250 annually full-time



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Below you will find the details for the position including any supplementary documentation and questions you should review before applying for the opening. To apply for the position, please click the **Apply for this Job** link/button.

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**Posting Details**

Job Posting Information

Vacancy Type	SHRA
Is Internal Transfer Only	No
Time Limited?	No
Time-Limited Appointment Length	
Title	Vehicle / Equipment Operator
Band Level	Journey
Working Title	Refuse Collections Driver/Operator
Salary Range	\$23,332 - \$55,704
Anticipated Hiring Range	\$35,000 - \$37,000



# Transportation Update


## Looking forward to 2019-10

- Well, just hire more drivers.....

SECTIONSEMAIL

The Charlotte Observer

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Charlotte-Mecklenburg Schools has faced some difficulties having enough school bus drivers to deliver children to their schools on time.  
By John D. Simmons

EDUCATION

### All bus drivers get raises as CMS struggles to get kids to and from school on time

BY ANN DOSS HELMS  
ahelms@charlotteobserver.com  
October 08, 2018 12:50 PM  
Updated October 08, 2018 01:23 PM

With bus driver shortages continuing to disrupt life for thousands of families and educators every day, Charlotte-Mecklenburg Schools on Monday announced a \$2.7 million plan to boost driver pay.

Starting pay will go from \$12.87 to \$15 an hour, with higher-paid drivers getting a 50-cent hourly bump, CMS Transportation Director Adam Johnson said.


That still won't match wages for the city of Charlotte's Charlotte Area Transit System drivers, who start at about \$17.68 an hour, but "at least it gets us in the ballpark," Johnson said.

Six weeks into the school year, 67 of 1,088 driver jobs remain vacant, with the district losing drivers almost as fast as it can hire them, Johnson said. And about 30 drivers are absent on any given day, leaving CMS with about 100 routes to fill with substitutes or temporarily combine with other routes, he said.


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Waiting for the school bus has been iffy some CMS families



Curtis Carroll is Vance High School principal

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NC aims to get bright students into advanced classes. But Wake says law f short.

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# Transportation Update

## Well, just hire more drivers


CMS → \$15 / hour starting rate during current year.....

\$4-5 million.....

SECTIONS

The Charlotte Observer

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## Looking forward to 2019-2020

- Continue driver recruitment retention efforts
- RFP selection for EC contracted services
- Ongoing development of EKOS and the new maintenance work flow



# Transportation Update

Perspective comes from looking in the rear view mirror.....

# Transportation Update

## Transportation in 2012

Transportation opening was a disaster

### Wake schools bus driver: 'This is the worst I've ever seen it'

Posted August 29, 2012  
Updated August 30, 2012



**RALEIGH, N.C.** — Wake County schools officials said Wednesday that problems with back-to-school busing are improving, but a bus driver in Wake County said some of the routes are impossible to complete.

Spencer Jenkins, who has been driving a bus for Wake County for more than 10 years, said his six-stop route in 2011 ballooned to 20 at the beginning of the school year.

"First couple of days are always rough," he said. "But I will say this, this is the worst I've ever seen it."

### Wake superintendent responds to busing complaints

Posted August 28, 2012

**CARY, N.C.** — Wake County public schools' Superintendent Tony Tata held a news conference Tuesday to respond to the outcry about back-to-school busing issues.

#### Wake schools' busing feedback form

New bus routes that made children late to school and home got the start of the traditional calendar school year in Wake County off to a bumpy start on Monday. Parents were still [reporting problems](#) on Tuesday.

"I wanted to ensure families that we hear every concern, we're taking every concern seriously and we're working hard to make things work more smoothly," Tata said. "Today was a marked improvement over yesterday."

"Your child's safety and security are foremost in our minds as we do this," Tata added. "We appreciate the contact and communication, and keep letting us know until we get it right."

# Transportation Update

## That was then → 2012

Widespread Transportation Problems and Increased Transportation Costs. As noted above, the Choice Plan gave parents options to apply to a wide variety of schools, some far from their homes. In many cases, enrollment caps precluded assignment to proximate schools, effectively requiring parents to select more distant schools. All of this put great strain on the Transportation Department. At the beginning of the 2012-2013 school year, the district experienced unprecedented and widespread problems with its yellow bus service. Many families received no bus service whatsoever for the first days or weeks of school. In many cases, buses arrived to school hours late and did not return children home until evening hours. The problem was so serious that senior

# Transportation Update

## That was then → 2012

But the longer distances traveled by buses and crisscrossing transportation patterns mandated by choice selections were surely another contributing factor. Analysis by staff suggests that buses are travelling an additional 13,200 miles per day under the choice plan as compared to last year under a base assignment model. The estimated annual cost associated with this extra mileage, including tires, parts, driver's salaries, and fuel, is \$1,089,643.<sup>62</sup>

# WCPSS Transportation Department Review

## 1985

- 78 Schools
- 57,268 students
- \$143 Million Operating Budget

Same Organizational Structure. Hmmmm...

## Twenty five years later

- 159 Schools
- 137,000 students
- \$1.25 Billion Operating Budget

# WCPSS Transportation Department Review

- Organizational design & alignment issues +
- Great Recession +
- Stress of new assignment plan =
- 2012 opening



## Multi – Year Reorganization

- Professional staffing
  - Routing staff
  - CSR staff
- Systems and Structures
  - On-line request
  - Automated Help
  - PowerSchool
  - Joint Custody
  - Alternate pre-post day delivery
  - Student tagging
  - I want to talk to someone.....
- Technology
  - GPS / AVL
  - Where's the bus
  - Cameras
- Partnerships
  - Boys & Girls Club

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